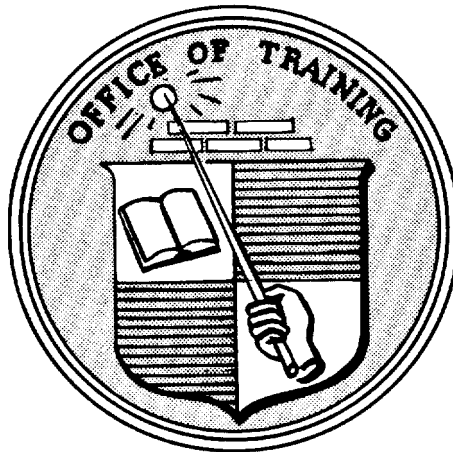


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OFFICE OF TRAINING BULLETIN

CS-57

Mar.-Apr. 1961



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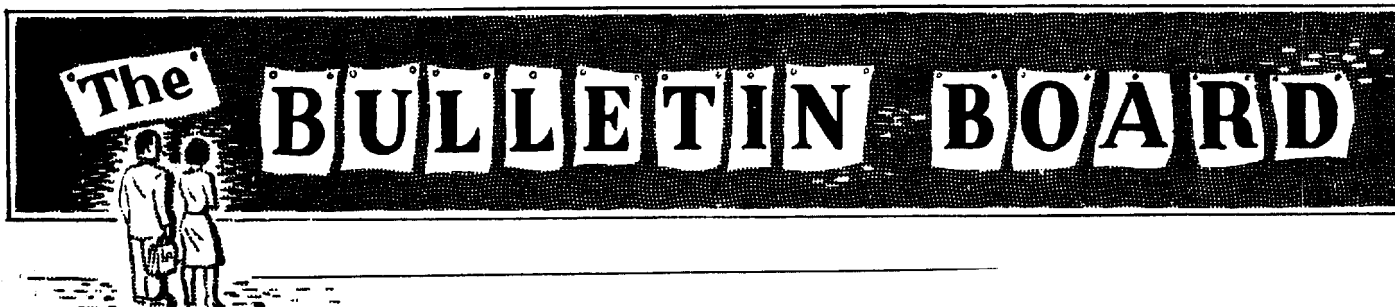
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CLANDESTINE SERVICES EDITION

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AMERICANS ABROAD ORIENTATIONS

After AAO's are arranged with the members of the Area Training Staff-- in answer to a request by a specific office--personnel in the Admissions and Information Branch of the Registrar Staff notify Training Officers of the name of the orientation and the date on which it is scheduled. This is done so that offices other than the requesting one which may have people going to the area of the orientation will have an opportunity to send their people to the program. These calls were made whenever an orientation was scheduled by Area Training. Now they will be made regularly, on the Monday afternoon and Thursday morning of each week. If a Training Officer does have someone whom he wants to register, he follows the usual "green sheet" procedure. Dependents of registrants are registered differently. Their application is a memo of request to the Registrar, in an original and four copies. If Training Officers wish any special consideration from a standpoint of scheduled phoning, please call C/AIB on extension 4625.

ARMY'S LANGUAGE RECORDS TAPED FOR AGENCY EMPLOYEES

As announced in the Jan-Feb Bulletin, the Language and Area School has been taping a series of language records issued by the Dept. of Army's Military Assistance Institute. Only German, French, and Spanish tapes have been completed to date, but other languages will be added as soon as the records can be procured and checked for quality. The recordings are intended to be used by Agency employees who are going overseas. Subjects taped so far include travel, military terms, geographic terms, and personal needs. There are manuals for all of them. The set may be borrowed for home use from the LAS Library, 2209 Arlington Towers (extension 3477). Language labs in Arlington Towers and I Bldg. also have the sets in stock but only for use in the labs.

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"GUIDELINES FOR EFFECTIVE TEACHING"

The Office of Training has recently published a new training manual entitled "Guidelines for Effective Teaching." As stated in its preface, the main purpose of this manual is to assist the instructor to be most effective in the classroom. It is written primarily for the new instructor who has had little or no experience in teaching. It is also intended for the more sophisticated instructor who may be able to gain some suggestions and new ideas in preparing for and improving his classroom work.

Some of the material in this publication has been adapted from professional literature, some from service publications, but most has been contributed by OTR instructors. Chapter headings are:

- I. Course and Lesson Planning
 - II. Methods of Instruction
 - III. Instructional Aids
 - IV. Evaluating Student Progress and Achievement
 - V. Everyday Problems in the Classroom
- Bibliography

This material is presented in such a way that it will be useful not only to the OTR instructor but to training officers and instructors in all the Components, both for formal, component-conducted classroom training programs and for informal, on-the-job training. Operational personnel will also find it to be of valuable assistance--especially the chapter "Methods of Instruction"--in day-to-day training, briefing, and "handling situations."

The present edition is classified for OFFICIAL USE ONLY, but for use outside the Headquarters area it must be limited also to Organization INTERNAL USE ONLY and NOFORN. However, a "sanitized" version of this publication will be made available in the near future. The basic material will be retained intact, but all references to Organization activities and procedures will be deleted. The format will be simplified very slightly to facilitate its reading by foreign persons and more space will be allowed for notes. If there is sufficient demand this unclassified edition, to be titled "Guidelines for Effective Training," will be translated into other languages.

TECHNICAL SERVICES DIVISION PUBLISHES NEW CATALOG

Revised course outlines and schedules for Fiscal Year 1962 are included in the Technical Services Division's new catalog, which is now being distributed by that office. For information, call TSD's Training Officer on extension 2367.

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LANGUAGE AND AREA SCHOOL NOW HAS BRANCH LIBRARY

A CIA Branch Library has been set up in Arlington Towers to serve the Agency and particularly, the Language and Area School. In addition to providing general library services, the LAS Branch is directed toward providing special materials not readily available elsewhere in the Agency. The new librarian is building collections of materials on foreign areas and languages and on the subject of personal effectiveness overseas. They are being selected chiefly to support the overseas effectiveness programs and the Americans Abroad Orientations.

The plan is to include books in many different disciplines so as to provide a variety of avenues through which an individual may better understand or adjust to another culture. The area collection includes general surveys of world regions and countries, reviews of recent area trends, and treatments of particular aspects of life in a country. A linguistics and language teaching collection has been initiated to provide basic and current materials in this field. There are foreign language periodicals and literature to supplement formal language study and to provide those proficient in a language with reading materials. An extensive collection of foreign language texts will be made available for research needs of the Language Training Faculty as well as to answer requests for books for self-study.

Further information can be obtained by visiting the LAS Branch Library or by calling the librarian on extension 3477.

CLERICAL SKILLS QUALIFICATION TESTS

For employees who are required to meet the Agency's standards in shorthand and typing, there are Clerical Skills Qualification Tests scheduled on 1 May, 22 May, 5 June, and 26 June. The typing test is at 1:15 and shorthand at 2:00. They will be given by members of the Clerical Training Faculty/OTR in Room 508, 1016 16th Street. Supervisors or Placement Officers register employees directly with Clerical Training on extension 2100. Reports of test results are sent to Placement Officers. Employees who do not meet the established skills standards have to wait five weeks before being eligible for retesting.

BULLETIN DISTRIBUTION

Copies of OTR's Bimonthly Bulletin are mailed directly from OL's Printing and Services Division to Training Officer of the DDI and the DDS and to DDP's Records Integration Division from where internal DDP distribution is made. Those desiring extra copies may obtain them by calling [REDACTED] on extension 4625 or 8271.

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PROGRAMMED LEARNING: PROGRAMS PUBLISHED AND PLANNED

25X1A9a An article by [REDACTED] in the Jan-Feb Bulletin tells of a new method of instruction called programmed learning. To use this new method an instructor or student has to have a "program", which can only be properly developed at great trouble and expense. So far few programs have been prepared and many of these are intended only for re-search.

The purpose of this supplementary article is to list the titles of the programs that have been published and the titles of those that are being prepared for publication so far as they are known to [REDACTED]. Titles may be misleading so it is suggested before you invest in any of the programs that you discuss them with him on extension 3343.

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25X1A9a [REDACTED] has copies of many of them which you may examine, and he can also give you additional information on programs not yet off the press.

<u>Subject</u>	<u>Title</u>	<u>Publisher</u>	<u>Price</u>
Bridge	Elements of Bridge	Doubleday	\$ 3.95
Electricity	Fundamentals of Electricity	TMI-Grolier*	7.50
Electronics	Introduction to Electronics	Doubleday	3.95
English	English 2600	Harcourt, Brace	2.60
Foreign	Basic Hebrew Reading	TMI-Grolier	7.50
Language	Basic Russian Reading	TMI-Grolier	7.50
	Instant French	J. F. Rider	9.98
	Instant German	J. F. Rider	9.98
	Instant Italian	J. F. Rider	9.98
	Instant Russian	J. F. Rider	9.98
	Instant Spanish	J. F. Rider	9.98
Mathematics	Multiplication and Division Facts	TMI-Grolier	10.00
Mathematics	Arithmetic of Computers	Doubleday	3.95
	Adventures in Algebra	Doubleday	3.95
	Fundamentals of Algebra	TMI-Grolier	7.50
	Personal Tutor in Algebra	National Teach- ing Machines	5.50
	Descriptive Statistics	TMI-Grolier	15.00
	Statistical Inference	TMI-Grolier	15.00
Music	Fundamentals of Music	TMI-Grolier	5.00
Spelling	Fundamentals of Spelling	TMI-Grolier	15.00

* TMI - Teaching Machines, Incorporated

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PROGRAMMED LEARNING: PROGRAMS PUBLISHED AND PLANNED (cont'd)

<u>Institution</u>	<u>Level</u>	<u>Subjects</u>
American Institute for Research	High School and Adult	Physics, operation of SAGE equip- ment
Bell Telephone Labs	Adult	Basic electricity
Center for Programmed Instruction	High School	Arithmetic, chemistry, physics, spelling, French, Russian
Doubleday	Adult	Practical trigonometry, bidding in contract bridge, play of the hand (bridge), practical elec- tronics, family law, mathematics for technicians, logic of com- puter statistics, elementary navigation, college math, col- lege chemistry, college physics, music, logic, remedial English, chess, etiquette, poker, first aid, bookkeeping, management training, use of the slide rule
Earlham College	College	Russian, Spanish, genetics, sta- tistics, freshman English
Eastman Kodak	Adult	Logarithms, Economics, basic photography, industrial rela- tions, use of the slide rule
Encyclopaedia Britannica Films	High School and College	Spanish, German, French, Russian; 1st and 2nd year algebra, plane geometry, solid geometry, trigo- nometry, calculus, intermediate calculus through differential equations, introduction to col- lege mathematics, descriptive statistics, finite math, modern algebra, biology, physics, chem- istry, and some elementary school subjects
General Atronics	High School	Russian reading
Hamilton Research Associates	College	Symbolic logic, French, German, Mathematics, psychology

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PROGRAMMED LEARNING: PROGRAMS PUBLISHED AND PLANNED (cont'd)

<u>Institution</u>	<u>Level</u>	<u>Subjects</u>
Harcourt Brace	Adult	Algebra, trigonometry, electronics, bridge
Harvard University	Elementary	Beginning math, vocabulary for 7th graders, money changing for the feeble-minded, music for children
Indiana University	College	Russian
New York Institute of Technology	College	Electronics, mathematics, physics
Oberlin College	College	Psychology, genetics, music theory, logic, mathematics
Pennsylvania State University	College	College mathematics, English composition
Rheem Califone Corporation	Adult	A large section of an engineering course(The most ambitious project currently under way)
Schering Corporation	High School	Algebra, geometry, trigonometry
Teaching Machines, Incorporated-Grolier	Elementary, High School and Adult	Reading, German, French, Elementary Science, principles of psychology, arithmetic, basic electricity
University of California	Elementary	Early elementary science, boolean algebra
University of Southern California	Adult	Electronics trouble shooting
Western Design	Adult	Basic electronics, electronics trouble shooting

OFFICE OF COMPTROLLER OFFERING BUDGET EXECUTION COURSE

A Budget Execution Course has been scheduled by the Office of the Comptroller from 2 June through 7 July. Classes will meet from 1:00 to 3:00 on Tuesdays and Thursdays in Room 2103 Alcott Hall. As part of the Financial Management Program developed by the Agency, this course

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OFFICE OF COMPTROLLER OFFERING BUDGET EXECUTION COURSE (cont'd)

and the Budgetary Formulation Course are open to both SF and non-SF Career Service employees who perform budgetary duties. In the course general guidelines are given for solution of problems that arise in the execution of approved budgets. Students may submit specific problems for discussion in seminars.

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Applications (Form 73) and questions on course content should be directed to [REDACTED] Comptroller Training Officer, on extension 4454.

LOANS AND FELLOWSHIPS - NATIONAL DEFENSE EDUCATION ACT

The National Defense Education Act of 1958 authorized something over a billion dollars in Federal aid to individuals and to States and their subdivisions, in order to insure trained manpower of sufficient quality and quantity to meet the national defense needs of the United States.

The Office of Education in the Department of Health, Education and Welfare is responsible for the over-all administration of the Act, but applications for loans or fellowships are made by an individual directly to the institution in which he is enrolled or intends to enroll. To be eligible for such assistance, a person must be enrolled as a full-time student; he must be a citizen or national of the United States, and is required to sign an oath of allegiance to the U. S.

The Act contains ten titles governing various programs. This summary will be confined to three that may be of special interest to our readers: Loans to Students in Institutions of Higher Education (Title II); National Defense Fellowships (Title IV); and Language Development (Title VI).

Loans. In approving applications for loans, preference is given to graduate or undergraduate students who plan to teach mathematics, science, engineering, or modern foreign language in elementary or secondary public schools. Anyone who is approved for a loan may borrow up to \$1000 per year but not more than a total of \$5000 during his entire pursuit in higher education. Repayment must begin one year after the student ends his full-time study and must be repaid within the following ten years. Interest accrues at the rate of 3% during the repayment period. Ten per cent of the debt and the interest may be canceled for each year of teaching in an elementary or secondary public school--up to 50 percent of total debt. The debt is canceled in case of the borrower's death or his permanent

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LOANS AND FELLOWSHIPS - NATIONAL DEFENSE EDUCATION ACT (cont'd)

and total disability. Loans are available only from "participating" institutions. Each year the Office of Education publishes the names of those institutions in a special brochure.

Modern Foreign Language Fellowships. These fellowships are awarded to graduate students who are preparing to teach a modern foreign language (or in a field in which competency in the language is highly desirable), at an institution of higher education in the United States, or for employment by the Federal Government in a professional or technical activity in which the language competency is highly desirable.

Fellows are expected to concentrate on one of the 83 languages that have been designated as "uncommon" (a list is available) but students of other modern foreign languages (except French, German, Italian, and Spanish) may be eligible for fellowships if a justification of the choice of language is included in the graduate school's recommendation.

Fellowships may be for summer study, an academic year, or a combination of a summer and an academic year. Stipends comprise tuition and fees plus \$450 for a summer school, \$2250 for an academic year, and \$2700 for the combination. In addition, a Fellow receives \$120, \$600 or \$720 for each dependent during this time. He may also receive a travel allowance if he has to move more than 50 miles to attend the school of his choice.

Graduate Fellowships. Candidates for these fellowships must have a baccalaureate degree or the equivalent and must be working toward a Ph. D. Fellowships are for three years, pending satisfactory work. The stipend for the first year is \$2000; the second, \$2200; and the third, \$2400. In addition, an allowance of \$400 each year is made for each dependent. Government employees on LWOP status may apply for the fellowships. Preference for the grant is given to those preparing for college or university teaching. Programs must be approved by the Commissioner of Education. Announcement of such programs is made by HEW annually.

NOTE: A number of pamphlets on these programs are available in Room 2003, Barton Hall.

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FOREIGN LANGUAGE PROFICIENCY TESTS FOR MAY AND JUNE

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Foreign language proficiency tests are published in the Agency's [REDACTED] Language Development Program-Schedule of Proficiency Tests. As a reminder for those who may not have seen the official text, we are including the names and dates of tests scheduled for May and June. Another Notice will be issued in early June to cover the second six months of CY 1961.

<u>Language</u>	<u>Date</u>
Arabic	5 May
Croatian	26 May
Czech	16 May
Danish	11 May
Dutch	24 May
French	10 May, 19 May, 31 May
German	2 May, 25 May
Greek	26 May
Hungarian	11 May
Italian	18 May
Korean	24 May
Persian	16 May
Polish	5 May
Russian	9 May
Spanish	12 May
Turkish	24 May
Ukrainian	4 May
Urdu	11 May
Vietnamese	26 May
Afrikaans	13 June
Albanian	13 June
Amharic	13 June
Armenian	6 June
Bulgarian	15 June
Burmese	9 June
Cambodian	13 June
Chinese	7 June
Finnish	9 June
French	8 June, 21 June, 30 June
Georgian	13 June
German	16 June
Hindi	9 June
Icelandic	13 June
Indonesian	15 June
Italian	14 June

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FOREIGN LANGUAGE PROFICIENCY TESTS FOR MAY AND JUNE (cont'd)

Japanese	22 June
Laotian	13 June
Lithuanian	13 June
Malay (Javi)	13 June
Norwegian	29 June
Pashto	13 June
Portuguese	17 June
Romanian	29 June
Russian	2 June, 27 June
Serbian	9 June
Spanish	1 June, 20 June
Swahili	13 June
Swedish	22 June
Tagalog	13 June
Thai	29 June
Tibetan	13 June

Tests are given in Room 2132 I Building and consist of three kinds: reading, writing and speaking. Those in reading and writing begin at 8:30. When it can be arranged, tests in speaking are given on the same day. However, if no panelists are available for the oral test, the employee will be notified of a scheduled date by the Chief of the Testing Section, Language and Area School. Training Officers are responsible for registering their personnel for tests and should call the Testing Section on extension 8901 at least five days prior to a scheduled test.

INTELLIGENCE PRODUCTS EXHIBIT OPEN TO ALL EMPLOYEES

There will be an Intelligence Products Exhibit on Thursday, 27 April, from 9:45 to 12:00 in the R&S Auditorium. Agency employees are encouraged to attend if they have not seen it in recent years. This exhibit is a regular part of an Intelligence Orientation Course which runs from 24 April through 12 May. The Intelligence School--as it usually does--will invite representatives from the USIB.

CURRENT INTELLIGENCE BRIEFINGS TO BE PRESENTED

In conjunction with OTR's Intelligence Orientation Course (24 Apr-12 May), the Office of Current Intelligence will conduct three briefings in the R&S Auditorium. These will be from 12:30 to 1:00 p.m. on 28 April, 5 May, and 12 May. Agency employees are invited to attend, and no formal registration is necessary.

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STUDIES IN INTELLIGENCE - SPRING ISSUE

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The spring issue of Studies in Intelligence, due out 1 May, continues in its lead article the discussion begun last fall by Mr. [REDACTED] prize-winning essay on collection requirements and the problem of establishing priorities among them. The current article approaches the problem from the point of view of the Priority National Intelligence Objectives. This issue also devotes two articles each to intelligence photography and to research on somewhat exotic subjects--the detection of human scent and the use of drugs in interrogation. For readers with a legal bent there is a study of the authority and precedent in international law for a country's right to demand the return of an agent captured in U-2 pilot Powers' circumstances. These serious pieces are garnished with three intriguing short articles on episodes in intelligence history. And in addition to the usual reviews of current books, this issue offers a critical bibliography of basic reading from open sources for the intelligence officer.

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BRIEFINGS FOR TRIPS TO [REDACTED]

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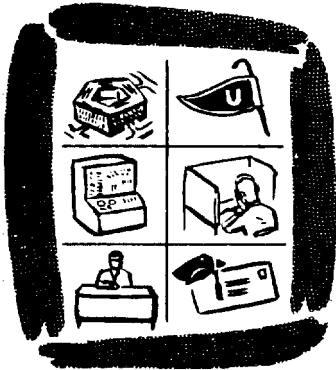
The Office of Training's security and administrative briefing is required of employees scheduled to take a course or to visit [REDACTED] For courses, the Registrar's Office informs the Training Officer directly of students required to hear the briefing and at this time indicates the time and place. For those who are visiting [REDACTED] Training Officers--or the individual himself--should check with the External Training Branch on extension 8908 as to the need for a briefing (recency of a visit may exempt a person) and at the same time he can make arrangements to be briefed.

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CHECK THOSE GREEN SHEETS!

Training Officers are reminded to check all Form 73's ("Green Sheets") to be sure that required signatures (Supervisor and Training Officer) and the date are shown on both the green and pink copies. Also, Block #8 on the form should include a sentence explaining the employee's assignment instead of merely a one- or two-word job title.

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External **PROGRAMS**

The Agency may sponsor an employee's attendance at any of the programs summarized in this section of the Bulletin or at any other approved programs conducted at external facilities. An employee who plans sponsored study at a Government facility or who plans to utilize an Agency quota at a non-Government facility should not make any direct inquiries to the institution about its enrollment procedures; nor should his supervisor. He should call the Chief, External Training Branch, extension 8908 to make the necessary arrangements. If an employee plans to attend a full-time or part-time program at a non-Government facility, under Agency auspices, he may inquire about the program and upon approval of sponsorship will enroll directly. He must fulfill all requirements for admission set by the institution. An employee who attends at his own expense should make his own arrangements and should be governed by the Agency's security requirements.

The Admissions and Information Branch, extension 4625 or 8271, will provide details on the following programs and will also obtain information on other programs in which readers are interested. AIB maintains a collection of material on courses at domestic and foreign schools, on other Government-conducted programs, and on those sponsored by private enterprise.

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INFORMATION ON EXTERNAL TRAINING PROGRAMS

In its effort to keep Agency employees informed of worthwhile educational programs, the Registrar Staff/TR is constantly on the lookout for announcements of such programs. When something is obtained, the Information Specialist summarizes the information and directs it by phone or written communication to offices in the Agency. If a program is one that will be of interest to a large number of offices and if time permits, the information is ear-marked for publication in the Bulletin. If, however, only a few offices are concerned and time is a factor, then no attempt at official announcement is made. It is done by phone.

We are listing some of our source books, and we invite you to make other suggestions. The extension is 4625 or 8271. The texts are on file in Room 2003 Barton Hall.

Domestic College Catalogs. Current catalogs from some 300 colleges and universities in the United States are shelved. Catalogs and Schedules of Classes are obtained from all the local schools.

Foreign College Catalogs. Catalogs from universities in at least 50 foreign countries are also available. All of them were published within the last ten years and quite a number of them are current.

Army, Navy and Air Force Catalogs. These list courses offered by the Armed Services. Schedules of most of the Army courses are on file.

College Reference Books. Current editions of Lovejoy's College Guide, Commonwealth Universities Yearbook, and International Handbook of Universities (the latter two were put out by the American Council on Education) furnish basic information about colleges and universities. Lovejoy's is limited to two schools in this country; the other two, to those in foreign countries.

Information on Courses by Correspondence.

American Trade School Directory.

Private Schools, 1959. This gives basic information on private elementary and secondary schools, including a few in foreign countries.

Announcements of professional meetings, seminars, adult education programs, and the like.

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REGISTRATION DATES - SUMMER SCHOOL - LOCAL AREA

Registration and dates classes begin at local schools for the Summer 1961 are listed below. In order that students who request Agency sponsorship will receive an advance of funds to cover their tuition, external training requests must be sent to the Registrar at least three weeks before the registration date.

<u>Institution</u>	<u>Registration</u>	<u>Classes Begin</u>
American University		
Law School	15 June - 16 June	19 June
All other schools	23 June	26 June (First 5-week Session, 8-week, and 10-week Classes)
	28 July	31 July (Second 5-week Session)
Catholic University	28 June - 1 July	3 July
Department of Agriculture, Graduate School	29 May - 3 June	5 June
Georgetown University	13 June - 14 June	15 June (First Session)
	26 July	27 July (Second Session)
George Washington University		
Law	12 June	13 June (First Session)
	28 July	31 July (Second Session)
Education	12 June	12 June (12-week Session)
	19 June	20 June (9-week Session)
	10 July	11 July (6-week Session)
All other schools	19 June	20 June (8-week Session)
Howard University	19 June	20 June
University of Maryland	26 June	27 June

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REGISTRATION DATES - SUMMER SCHOOL - LOCAL AREA (cont'd)

<u>Institution</u>	<u>Registration</u>	<u>Classes Begin</u>
Montgomery Junior College	20 June - 21 June	26 June
Southeastern University	8 June - 9 June	12 June
University of Virginia, Northern Virginia Center	Not determined	1st week in June

LANGUAGE COURSES - SUMMER 1961--INSTITUTE OF LANGUAGES AND LINGUISTICS,
GEORGETOWN UNIVERSITY

Georgetown University's Institute of Languages and Linguistics, Summer Semester 1961 will offer:

Intensive Courses - Daytime (20 hours in class, 15 in laboratory each week)

<u>Introductory</u>	<u>Intermediate</u>
French	French
German	German
Portuguese	Russian
Russian	Spanish
Spanish	

Semi-intensive Courses - Evening (6 hours in class, 9 in laboratory each week)

<u>Introductory</u>	<u>Intermediate</u>
Arabic	French
Chinese	German
French	Italian
German	Russian
Italian	Spanish
Russian	
Spanish	

Regular Courses
Advanced
French
Russian
Spanish

1st Session: 15 June - 25 July
2nd Session: 27 July - 2 September

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LANGUAGE COURSES - HARVARD UNIVERSITY SUMMER SCHOOL

In its 1961 Summer School (26 June - 18 August), Harvard University will offer ten 8-unit foreign language courses. An 8-unit course is a full program for credit. Classes meet two hours a day, Monday through Friday.

Elementary Courses

French
German
Italian
Arabic (Classical)
Hebrew (Biblical)
Russian
Spanish

Intermediate Courses

French
German
Russian

RUSSIAN WORKSHOP - INDIANA UNIVERSITY

Indiana University's 11th Annual Russian Workshop will be held from 15 June to 11 August 1961. The purpose of the Workshop is to provide a practicable situation for an American to work toward mastery of the Russian language. The oral approach to learning Russian will be stressed on all levels, though reading and writing will not be neglected; students on the more advanced levels will be using Russian exclusively. Instruction is given on beginning, second-year, third-year, and advanced levels.

Instruction in all classes emphasizes mastery of spoken Russian through an intensive full-time daily program of classwork, oral practice, and informal conversation. Instructors of the advanced classes are native Russians. In addition to five days each week, the daily program will include use of the language laboratory, supervised study, conversation groups, and lectures and films in the Russian language.

SPECIAL PROGRAMS - CASE INSTITUTE OF TECHNOLOGY

The Case Institute of Technology, Cleveland, Ohio, is offering a series of special programs, involving intensive classroom and laboratory work to provide the educational resources essential to keep professional men and women abreast of their fields. The courses are designed for individuals who are working in various areas of engineering, science and management, in industry and government. These programs are:

Operations Research Development - 18 Sep 1961 - 26 Jan 1962

A graduate-level program in O.R. which runs full-time for an academic semester and is offered during each semester.

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SPECIAL PROGRAMS - CASE INSTITUTE OF TECHNOLOGY (cont'd)

Courses include:

- Methods of Operations Research
- Problems of Operations Research
- Production and Inventory Control
- Mathematical Programming
- Stochastic Processes in Industry
- Seminar in Administration, Training and Organization for O.R. in Industry

Digital Control Systems Engineering - 19 June - 30 June 1961
For military and industrial engineers engaged in, or wishing to enter, advanced technology in:

- Military guidance, control, and data systems
- Industrial numerical process control systems
- Manufacturing process systems with numerically controlled machines

Lectures cover:

- Boolean algebra fundamentals and minimization techniques
- Number systems, codes and code conversions
- Logical elements and memory elements
- Boolean matrices and diode matrices
- Analog-digital and digital-analog conversion methods
- Error detection, correction codes and logical implementation
- Introduction to sampled data analysis
- Dynamic behavior of physical systems with discontinuous inputs
- Digital interpolation and comparison
- Storage techniques

Automatic Optimizing and Computing Control - 19 June - 23 June 1961
This course presents a background of theory and techniques for computer control of complex systems. Lectures will include:

- Mathematical Techniques for Optimization
- Direct Methods of Optimizing Control
- Model Methods of Optimizing Control
- Model Generation and Adaptation
- Adaptive and Self-organizing Control Concepts

Generalized Electrical Machine Theory - 17 July - 21 July 1961
Primary purpose is to introduce a general technique for determining dynamic transfer functions for D. C., polyphase induction and synchronous machines. The use of these developed functions in determining the complete machine response as well as the response of an entire closed-loop control system will also be studied.

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SPECIAL PROGRAMS - CASE INSTITUTE OF TECHNOLOGY (cont'd)

Analysis of Nonlinear Systems - 10 July - 21 July 1961
For engineers and others working in the area of feedback control systems and networks. The primary objective is to develop a knowledge of current techniques for studying the characteristics of systems described by nonlinear differential equations.

RADIATION BIOLOGY COURSE - ARGONNE NATIONAL LABORATORY, ARGONNE, ILL.

Argonne National Laboratory is offering a special summer course in methods in radiation biology. The course will be held 26 June - 21 July 1961. Only a limited number of applicants will be accepted. Applications should be sent to the Registrar no later than Monday, 8 May. Invitations to attend are being extended to individuals in foreign countries.

SPECIAL SUMMER PROGRAMS - MASSACHUSETTS INSTITUTE OF TECHNOLOGY

The Massachusetts Institute of Technology will offer twenty-six programs during the Summer Session of 1961. These programs, all on subjects of current technological importance, are designed principally for qualified men and women in industry, government, and education who want to keep pace with recent advances and current trends in their own professional fields.

Programs included are:

Engineering Magnetohydrodynamics, 19-30 June
Technology of Reinforced Plastics, 19-30 June
Science of Adhesion, 26-30 June
Dynamics and Control of Chemical Engineering Processes,
26 June-7 July
Fundamentals and Applications of Selected Surface
Phenomena, 26 June-7 July
Infrared Spectroscopy: Technique, 17-21 July
Infrared Spectroscopy: Applications, 24-28 July
Materials Science, 13-23 June
Techniques of High-Speed Photography, 31 July-4 August
Radar Astronomy, 14-18 August
Problems of High-Powered Radar Systems Design, 31 July-
11 August
Scientific and Engineering Reports, 19-23 June
Industrial Photoelasticity, 19-23 June
Fundamentals of Strain Gage Techniques, 10-14 July

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MASSACHUSETTS INSTITUTE OF TECHNOLOGY (cont'd)

Applications of Strain Gage Techniques, 17-21 July
Nondestructive Testing, 26-30 June
Experimental Techniques, 13-23 June
Elements of Textile Structural Mechanics, 19-23 June
Advanced Mechanics of Textile Structures, 26-30 June
Probabilistic Methods in the Control of Operations,
19-30 June

NAVAL LANGUAGE SCHOOL - SCHEDULE FOR FISCAL YEAR 1962

The Registrar Staff/TR has received the Naval Language School's (Anacostia, Maryland) Schedule of Classes for Fiscal Year 1962. Courses in basic Arabic (Classic), Chinese (Mandarin), French, German, Portuguese (Brazilian), Russian, Spanish (Castilian), and Turkish will be offered. These full-time courses range in length from 6 to 60 weeks.

Classes in both Arabic (39 weeks) and Turkish (36 weeks) have been scheduled to begin on 3 July 1961. Classes in Chinese (60 weeks) have been scheduled to begin on 3 July 1961, 2 October 1961 and 9 April 1962. A 36-week course in Chinese will also begin on 3 July 1961.

GRAPHIC PRESENTATION ON THE FEDERAL CIVIL SERVICE

For the third year the U. S. Civil Service Commission is sponsoring several presentations of a lecture on "A Graphic Presentation on the Federal Civil Service", which highlights the history, organization and various activities of the central personnel agency. These will be held in Room 377-M, Civil Service Commission, 8th and F Sts., N. W. Attendance at each is limited to 30. Training Officers will make reservations with the Chief, External Training Branch no later than three weeks before the date of a lecture.

Schedule: April - June	24 April	2:00 p.m. to 4:00 p.m.
	8 May	10:00 a.m. to 12 noon
	22 May	10:00 a.m. to 12 noon
	5 June	2:00 p.m. to 4:00
	19 June	10:00 a.m. to 12 noon

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COOPERATIVE PROGRAMS BETWEEN
GEORGE WASHINGTON UNIVERSITY AND SENIOR WAR COLLEGES

At the beginning of the academic year 1960-61, the College of General Studies at George Washington University entered into a unique arrangement--on an experimental basis--with the Army War College. By the terms of this agreement, credit for the one-year Army War College education can be applied toward a graduate degree from the University.

The AWC-GWU program met with such enthusiasm that similar cooperative programs have since been arranged with the National War College and with the Industrial College of the Armed Forces. At this time, officials of the Air War College have applied for acceptance, and it is virtually certain that a program will be initiated in the fall of 1961. It is understood that the Naval War College is considering setting up a similar arrangement with the University, but has not yet initiated an application to do so.

Because for some years the Agency has had representatives at each of these Senior War Colleges and will continue to be so represented, it is thought that a few of the general provisions of these agreements will be of interest to a number of our Bulletin readers.

For successful completion of the appropriate War College curriculum toward fulfillment of academic requirements for certain graduate degrees, George Washington University will award nine (9) semester-hours credit. Based on the specific agreement between each War College and the academic background of the student, the graduate degree may be a Master of Arts in International Affairs, a Master of Arts in Business Administration, or a Doctor of Philosophy in Political Science. In those infrequent cases where a War College graduate has not yet completed his undergraduate work, the nine semester-hours credit may be applied to his baccalaureate degree. The equivalent credit will be granted to alumni who can enter the program anytime within six years after graduation from a War College.

If a thesis that is submitted as part of the War College's requirement meets academic standards of George Washington, an additional six-hours college credit will be granted. For the Master's program of thirty hours it is therefore possible to meet one-half of the required credit hours by way of a thesis and by being graduated from one of these colleges.

Administrators at the University do not plan to establish a foreign language requirement for a Master's. Instead, there will be a comprehensive examination under the supervision of a faculty advisor for this program.

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The Agency does not plan any contractual arrangement with the University for eligible individual employees who elect to engage in one of these cooperative programs. Employees may be sponsored by the Agency, however, on an individual course basis when the specific requested course is determined by the appropriate Office Head or Career Board to have due bearing on an assignment, and to be otherwise in consonance with [REDACTED] Approval by Career Boards and the Office of Training must precede enrollment. Requests for sponsorship should be sent through Training Officers to the Director of Training, Attention: Registrar.

SUMMER SESSION - COLUMBIA UNIVERSITY

The Summer Session of Columbia University will include language courses of varying duration and intensity. We are listing a few:

- 5 Jun - 7 Jul Five-week intensive Russian courses-- elementary and intermediate.
- 3 Jul - 11 Aug Graduate and undergraduate. Includes undergraduate courses in Finnish, Hungarian and Khalka-Mongolian (Cyrillic alphabet) and a graduate Finnish course, Studies in Finnish texts.
- 12 Jun - 30 Jun Two 3-week intensive language courses in French, German, Italian, and Spanish.
14 Aug - 1 Sep
- 12 Jun - 1 Sep Intensive courses in Chinese and Japanese. These are introductory courses which give instruction sufficient to enable a student to handle easy texts in modern colloquial Chinese/Japanese. Time is also devoted to drill in conversation.

The regular undergraduate school has two six-week session:
12 June - 21 July and 24 July - 1 September.

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OCEAN SHIPPING MANAGEMENT INSTITUTE - AMERICAN UNIVERSITY

American University's School of Business Administration will conduct its 14th Ocean Shipping Management Institute for executives whose responsibilities may require programing and directing maritime operations from 1-12 May 1961. The objective of the Institute is to advance and aid maritime industries of the nation by this special intensive course in major problems of maritime management and government shipping relations. The two-week program covers the principal economic issues in the present and future of shipping; special problems of operating general cargo and tanker fleets and chartered vessels; the future in U. S. trade, rates, cargo handling facilities and air competition; effectiveness of the U. S. Merchant Marine policy.

No academic prerequisites are required for admission. Classes are held in the Downtown Center of the American University, 1901 F St., N. W.

SUMMER ENGINEERING SEMINARS - PENNSYLVANIA STATE UNIVERSITY

During the 1961 Summer Session Pennsylvania State will offer a number of intensive engineering seminars. Programs included are:

Electrical Contacts, 11-16 June
Survival in the Nuclear Age - Executive Management,
13-18 August
R & D Management Development, 25-30 June
Structural Aspects of Architectural Engineering,
10-15 September
Underwater Missile Engineering, 18-30 June
Underwater Acoustics, 18-23 June
Seminar for Manufacturing Engineers, 12-15 September
Electrical Precipitation, 25-30 June
Theoretical Aspects of Magnetohydrodynamics, 13-18 August
Planning Aspects of Atomic Shelter, 9-21 July
Structural Engineering Aspects of Atomic Shelter,
23 July-4 August
Work Measurement, 17-22 September
Solid State Mechanics, 11-23 June

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PROFESSIONAL MEETINGS AND CONFERENCES

Inter-American Nuclear Energy Commission, 9-13 May 1961, Washington, D. C. (Pan American Union, Washington 6, D. C.)

Symposium on Results of Artificial Satellite Observations, May 1961, Washington, D. C. (International Association of Geodesy, 18 Rue Auber, Paris 9e, France)

International Conference on the Physics of Electronic and Atomic Collisions, 12-15 June 1961, Boulder, Colorado. (B. Bederson, New York University, New York 53, N. Y.)

International Conference on Bio-Medical Electronics, 9-14 July 1961, New York City. (Herman Schwan, School of Electrical Engineering, University of Pennsylvania, Philadelphia, Pa.)

American Institute of Chemists, 11-12 May 1961, Washington, D. C. (J. Kotrady, 60 E. 42nd St., New York 17, N. Y.)

American Society of International Law, 27-29 April 1961, Washington, D. C. (Eleanor Finch, 1826 Jefferson Place, N. W., Washington 6, D. C.)

American Law Institute, 17-20 May 1961, Washington, D. C. (H. Goodrich, 133 So. 36th St., Philadelphia 4, Pa.)

Armed Forces Communication and Electronics Association, 6-8 June 1961, Washington, D. C. (Col. W. J. Baird, 1624 Eye St., N. W., Washington 6, D. C.)

American Physical Society Meeting, 24-27 April, Sheraton-Park Hotel, Washington, D. C.

39th Annual Convention, National Association of Broadcasters, 7-11 May, Washington, D. C.

National Symposium on Microwave Theory & Technique, 15-17 May, Sheraton Park Hotel, Washington, D. C. (Sponsored by the Institute of Radio Engineers)

29th Annual Engineering Conference & Exhibit, 22-26 May, New York Coliseum, New York. (Sponsored by the American Society of Tool & Manufacturing Engineers)

Symposium on Computer System Large Capacity Memory Techniques, 22-25 May, Department of Interior Auditorium, Washington, D. C. (Sponsored by Office of Naval Research)

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PROFESSIONAL MEETINGS AND CONFERENCES (cont'd)

15th Annual Convention, Armed Forces Communications & Electronic Association, 5-7 June, Washington, D. C.

5th National Convention on Military Electronics, 26-27 June, Shoreham Hotel, Washington, D. C. (Sponsored by the Institute of Radio Engineers)

TRAINING PROGRAM FOR INTERNATIONAL BUSINESS EXECUTIVES - AMERICAN UNIVERSITY

The Business Council for International Understanding (BCIU) is sponsoring a training program for International Business Executives at American University. This four-week program is for executives--and their wives--who will be working with peoples of other countries. Participants study the particular foreign area of their principal interest. An additional two weeks of instruction in a foreign language may be taken.

Beginning dates are: 12 June, 25 September, 13 November

AMA PUBLICATION AVAILABLE

A report entitled, "Industrial Relations Forum", published by the American Management Association, has been received by the Registrar/TR. Topics included are:

Business and the Unions in Politics
Changing Dimensions of Personnel and Industrial Relations Management
Job Evaluation in Practice
The Employee Relations Program in a Decentralized Service
Telling the Electronics Data Processing (EDP) Story

Call [REDACTED] Ext. 3271, if you are interested in this report.

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HISTORICAL INTELLIGENCE COLLECTION

BY

WALTER PFORZHEIMER, CURATOR, HISTORICAL INTELLIGENCE COLLECTION, OAD/CR

It is now a little more than five years since the Agency established its Historical Intelligence Collection (HIC). The instructions which the Director of Central Intelligence gave to the Curator of HIC were to establish the finest intelligence library in the world on the subject of intelligence in all of its aspects. (HIC is not concerned with the products of intelligence.) Starting with the availability within CIA of a comparatively small number of volumes on the subject, HIC has now grown to over seven thousand volumes. Among the broad subjects of intelligence tradecraft covered by HIC are intelligence organization and methodology, espionage, counterintelligence, unconventional warfare in all of its aspects--including guerrillas, resistance movements, partisans, special forces, evasion and escape, subversion, and clandestine press, and such related subjects as cryptography, loyalty and security, the law of intelligence (including trials), economic warfare, and psychological warfare. Sections are devoted to specialized types of intelligence such as military and photographic. To this collection have been added examples of postage stamps of the two World Wars, forged for intelligence and propaganda purposes.

HIC was originally established in the Office of the DD/I. After it was on firm footing it was transferred to the Office of the AD/CR, where it rightfully forms a part of the Agency's central reference facilities. It is located in Room 1348 M Building (extension 8249). Virtually all of the Collection's books may be borrowed from the CIA Library for the usual two weeks' lending period. The few which are not available for circulation are the rarities such as Matthew Smith's Memoirs of Secret Service, published in 1699, and the Memoirs of the Secret Services of John Macky, published by his son in 1733. Rare books such as these are available for historical research. While HIC possesses many books dealing with the history of intelligence going back as far as 300-500 B.C., its shelves also carry the most recent publications on the subjects of concern to it. A slow start has been made to include pertinent periodical articles as well.

The Collection is by no means restricted to books in English. It contains books in many languages, including translations of books originally published in English. There are two major reasons why translations are included in HIC. The first is to have available, for training purposes, books in the native language of those indigenous personnel who occasionally cross our training path. Secondly, for those CIA personnel about to be assigned abroad, it is often useful to read a good intelligence book in the language of the country of assignment in order to renew a grasp of intelligence terminology in that particular language.

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The preparation of special bibliographies on subjects of intelligence trade-craft is a part of HIC's function. Bibliographies were recently prepared on the subjects of guerrilla warfare, partisan activities and counter-guerrilla operations for the Army Special Forces Center at Fort Bragg. (Its courses have recently been the subject of several lengthy newspaper articles.) Other bibliographies are also prepared for use by CIA personnel overseas.

Many of the above comments cover HIC's usefulness as a training tool. An additional major use of the Collection involves the study of historical precedents in intelligence. For example, this is particularly valuable in considering the activities of the Russian Intelligence Service, for a thread of similarity runs from the Ochrana of the Czars through the Cheka of the early Bolsheviks, and down through the OGPU and the GPU to the NKVD, the MVD, and the KGB. Precedents and techniques such as those gleaned from the Gouzenko case (brought out in the Canadian Royal Commission Report) and the Petrov case in Australia (described in the Report of the Royal Commission on Espionage) are invaluable.

Two other HIC functions are worthy of note. The first involves the selection, by the Curator, of new books worthy of reviews by the Board of Editors of Studies In Intelligence. The Board selects personnel, both within and without CIA, to do these professional reviews. The second is to maintain an exhibit case on the ground floor of the Administration Building in which rare and interesting intelligence books and historical manuscripts are shown. A recent exhibit on the subject of George Washington and Intelligence contained six original Washington documents on intelligence, three of which were loaned by the Harvard University Library. The current exhibit, as this article goes to press, is on Spies for the Blue and the Gray. It contains books and original manuscript material on espionage during the War Between the States. Agency personnel are urged to see the exhibits.

The Curator of HIC urges all employees to utilize its services. It will be more accessible for everyone when we move into the new building, at which time the Collection will have quarters next to the main reading room of the Library. For those who wish to come in and browse, its doors are open. For those who wish to relax with intelligence fiction, some of the more worthwhile titles are available. For those who wish to do research on historical precedents or current problems, HIC will be only too glad to assist. The thoughts which the Director of Central Intelligence had when he established HIC have grown into fruition, and HIC now takes its place as a useful tool in intelligence methodology.

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Military Reservist **ACTIVITIES**

In any national emergency it is expected that the majority of CIA's military reservists will be placed on active duty and that many will be used to fulfill the Agency's requirements. It is essential, therefore, that training opportunities are provided which will enable reservists to maintain their proficiency and to obtain additional skills for performance of wartime duties.

The Military Reservist Activities Section serves as a medium to inform reservists as well as their supervisors of available active duty training opportunities and to call attention to other training items of pertinent interest.

Courses for active duty training through June 1961 were announced in the January-February Bulletin. In our next issue we plan to list courses available for the remainder of 1961 so as to afford maximum opportunity for supervisors and employees to arrange participation in active duty tours.

The Special Warfare Center, Ft. Bragg, North Carolina, has indicated a willingness to schedule additional training conferences or courses for Agency reservists, but the Center's workload is such that these probably cannot be undertaken until Fiscal Year 1962.

As announced in a memorandum to AI Reservists, the Army Area Intelligence School program meets the educational requirements for branch qualification. Students enrolled in the Associate Army Intelligence Company Officer Course or the related Officer Advanced Course will receive certificates upon completion of requirements for each of Years 1, 2, 3, and 4. When an officer has obtained all four certificates he will make application through channels to the US Army Intelligence School for issuance of a diploma. This diploma will be made a matter of official record in the student's 201 file and will be considered the equivalent of the appropriate Associate Course at the Army Intelligence School.

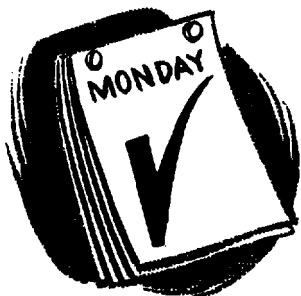
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Applications for enrollment for the 1961-62 School Year in the USAR School at South Post, Fort Myer, are now being accepted by the USAR Center. Reservists who desire to enroll should contact the Center on Code 1213, extension 977 and arrange to make formal application. All classes in the USAR Program, including the 5-year phase of the Associate Command and General Staff Course, usually convene on Tuesdays throughout the September-May academic period.

Applications for active duty training tours must be submitted to the Mobilization and Reserve Branch/MMPD. Reservists are reminded that inasmuch as varying amounts of lead time, with four weeks as a minimum, are required by the sponsoring armed service, MMPD should be consulted as early as possible before a course begins. Information on reservists programs may be obtained by calling extension 8128.

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Registrar's REMINDERS

Dates of OTR courses for the next four months are listed. An asterisk is used in any change in date from one announced in a previous Bulletin or in the CY 61 Schedule of Courses.

Applications are sent to the Registrar through Training Officers who will notify the applicant of acceptance in a course. Close of registration is the Wednesday before the class begins.

<u>COURSES</u>	<u>DATES OF COURSES</u>
Administrative Procedures (Full-time 120 hrs) 136, [REDACTED] (Indicate Phase)	15 May - 2 Jun 14 Aug - 1 Sep
Budget and Finance Procedures (Full-time 80 hrs) 132, [REDACTED]	22 May - 2 Jun
CIA Review (Part-time 2 hrs) 117 Central (Form 73 is not required. Register with TO)	9 May 13 Jun 11 Jul 8 Aug
Clerical Refresher Program (Part-time 20 to 30 hrs) 508, 1016 16th Street Pre-test for Shorthand on the Thursday before beginning date of course. Hours for test: 0930 - 1100	8 May - 9 Jun * (tentative) (Future dates to be announced)
Anti-Communist Operations (Part-time 80 hrs) 0830 - 1230 2103 Alcott	8 May - 2 Jun

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<u>COURSE</u>	<u>DATES OF COURSES</u>
Communist Party Organization & Operations (Part-time 80 hrs) 0830 - 1230 2103 Alcott	5 Jun - 30 Jun
Conference Techniques (Part-time 24 hrs) Mon, Wed 0930 - 1130 2027 R&S	24 Apr - 31 May
Dependents Briefing (Part-time 6 hrs) 117 Central (Form 73 is not required. Register with TO)	2 May - 3 May 6 Jun - 7 Jun 5 Jul - 6 Jul 1 Aug - 2 Aug
Effective Speaking (Part-time 24 hrs) Mon, Wed 0930 - 1130 2025 R&S	11 Sep - 18 Oct
Intelligence Orientation (Full-time 120 hrs) R&S Auditorium	24 Apr - 12 May 5 Jun - 23 Jun
Intelligence Research - Maps & Photo- reading (Part-time 45 Hrs) M-W-F 0900 - 1200 2027 R&S	2 Oct - 3 Nov
Intelligence Review (Full-time 80 hrs) R&S Auditorium	2 Oct - 13 Oct
Management (Part-time 40 hrs) 0830 - 1230 155, [REDACTED] GS 11-13	(Full-time) 24 Apr - 28 Apr 5 Jun - 16 Jun
GS-14 and above	1 May - 12 May
Operations Support (Full-time 200 hrs) 136, [REDACTED]	5 Jun - 7 Jul 11 Sep - 13 Oct

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	<u>COURSE</u>	<u>DATES OF COURSES</u>
25X1A6d	Supervision (Part-time 40 hrs) 0830 - 1230 155, [REDACTED] GS 5-9 GS 10 and above	25 Sep - 6 Oct 19 Jun - 30 Jun
25X1A6d	Survey of Supervision and Management (Part-time 20 hrs) 0830 - 1230 155, [REDACTED]	13 Nov - 17 Nov
	Writing Workshops (Part-time 27 hrs) 1st Wk: M-T-Th Last 3 Wks: T&Th 0900 - 1200 Basic Intermediate Advanced Pretest for Intern and Adv Writing Workshops will be given: 24 Apr (1330 hrs, 1331 R&S)	11 Sep - 5 Oct 8 May - 1 Jun 11 Sep - 5 Oct
	USSR - Basic Country Survey (Full-time 80 hrs) 2241 R&S	30 Oct - 10 Nov
	Introduction to Overseas Effectiveness (80 hrs) Details will be announced in a <u>Special Bulletin</u> .	24 Apr - 5 May

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OPERATIONS COURSES

<u>CODE</u>	<u>DATES OF COURSES</u>
<u>402</u> (Full-time) 240 hrs	9 Oct - 17 Nov
407 (Part-time) 60 hrs	5 Jun - 23 Jun
409 (Full-time) 80 hrs	15 May - 26 May
<u>416</u> (Full-time) 160 hrs	1 May - 27 May 21 Aug - 15 Sep
417 (Full-time) 120 hrs	5 Jun - 23 Jun
418 (Part-time) 4½ hrs (afternoon)	14 Jun
420 (Full & Part-time) 80 hrs	1 May - 19 May
<u>425</u> (Full-time) 160 hrs	10 Jul - 4 Aug
427 (Part-time) 40 hrs (afternoons)	1 May - 12 May
428 (Full-time) 80 hrs	5 Jun - 16 Jun
429 (Part-time) 60 hrs	8 May - 26 May
436 (Full-time) 160 hrs	23 Oct - 17 Nov
<u>439</u> (Full-time) 160 hrs	8 May - 2 Jun
442 (Full-time) 80 hrs	23 Oct - 3 Nov

The underlined codes designate courses which are conducted at the [REDACTED] [REDACTED] Registration for these closes two weeks before the starting date; for others it is one week (with exception of 436, which requires four weeks).

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LANGUAGE COURSES

Applications are sent to the Registrar through Training Officers. Students who intend to take one or more phases of a course must submit an application for each phase and may submit all applications when they first apply. Registration closes two weeks before the course begins.

<u>COURSE</u>	<u>DATES OF COURSES</u>
<u>Part-time</u>	
French (Basic) 60 hrs RSW - Phase III Three 2-hour classes a week	19 Jun - 25 Aug
French (Intermediate) 60 hrs RSW - Phase I Three 2-hour classes a week	19 Jun - 25 Aug
French (Workshop) 60 hrs Reading Three 2-hour classes a week	19 Jun - 25 Aug
German (Basic) 60 hrs Reading - Phase I Three 2-hour classes a week	12 Jun - 18 Aug
Italian (Basic) 60 hrs RSW - Phase III Three 2-hour classes a week	19 Jun - 25 Aug
Italian (Intermediate) 60 hrs RSW - Phase I Three 2-hour classes a week	19 Jun - 25 Aug
Romanian (Basic) 60 hrs RSW - Phase III Three 2-hour classes a week	19 Jun - 25 Aug
Romanian (Intermediate) 60 hrs RSW - Phase I Three 2-hour classes a week	19 Jun - 25 Aug
Romanian (Workshop) 60 hrs Reading Three 2-hour classes a week	19 Jun - 25 Aug

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LANGUAGE COURSES (cont'd)

<u>COURSE</u>	<u>DATES OF COURSES</u>
Russian (Familiarization) 24 hrs Two 1-hour classes a week	8 May - 28 Jul
Russian (Basic) Reading - Phase II Three 2-hour classes a week	22 May - 1 Sep
Russian (Intermediate) Reading - Economic & Political 6 hours a week	22 May - 1 Sep
Russian (Intermediate) Reading - Science & Technology 6 hours a week	22 May - 1 Sep
Russian (Intermediate) 225 hrs Interpreter Course Five 3-hour classes a week	12 Jun - 22 Sep
Russian (Advanced) 90 hrs Interpreter Course Three 2-hour classes a week	12 Jun - 22 Sep
Russian (Intermediate) 18 hrs Seminar One 2-hour class a week	12 Jun - 11 Aug
Russian (Advanced) 18 hrs Seminar One 2-hour class a week	12 Jun - 11 Aug
Russian (Intermediate) 45 hrs Refresher - RSW One 3-hour class a week	12 Jun - 22 Sep
Russian (Intermediate) 45 hrs Refresher - Reading One 3-hour class a week	12 Jun - 22 Sep
Spanish (Basic) 60 hrs RSW - Phase III Three 2-hour classes a week	19 Jun - 25 Aug

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LANGUAGE COURSES (cont'd)

<u>COURSE</u>	<u>DATES OF COURSES</u>
Spanish (Intermediate) 60 hrs RSW - Phase I Three 2-hour classes a week	19 Jun - 25 Aug
Spanish (Workshop) 60 hrs Reading Three 2-hour classes a week	19 Jun - 25 Aug

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THE INDISPENSABLE MAN - ??

So-called indispensable men are basically good people. They are typically hard workers, people who are fully competent in their fields--sometimes unusually so. The rub is that they delegate too little responsibility to people under them. This stunts the growth of their subordinates and deprives the organization of a vitally needed supply of able and promotable personnel. The indispensable also blocks his own promotion because he develops no one who can move up to his job.

What are the characteristics of the indispensable man?

He's the fellow who knows everything. He has all the answers, usually in detail. Nobody else knows--simply because he confides in no one beneath him. He parcels out work in fragments so that no one else gets the broad view. This practice may not be consciously Machiavellian. Frequently, however, it is deeply rooted in habit because it has gone unchallenged or the practitioner has had no time for reflection and self-criticism.

When the indispensable man does delegate, he usually goes through the form but holds back the substance.

His view of the matter is simple and direct. Why should he delegate something to a subordinate if he can do it better--and perhaps faster?

The indispensable man is surrounded by the utterly dispensable. Who needs talent? What he wants is a first-class messenger service--errands competently dispatched, routines faithfully executed.

Typically, the indispensable man's personal relationships on the job are poor. His pre-eminence, his splendid isolation, breed an arrogance, an impatience toward subordinates that is revealed in many subtle and some obvious ways. Peremptory correction of a colleague in an open meeting usually heads the indictment. But this is matched by scorn on all occasions for ill-formed ideas or inadequate proposals. Of course, he seldom gets anything else from his subordinates since no one else knows what he knows.

The indispensable man thus succeeds in creating a permanent level of mediocrity around himself. Clearly no one can succeed him, no one can take over his major responsibilities since no one has ever fully shared any one of them.

In the long run, an executive can succeed only if he liberates the creative energies of others. Today's business needs to mobilize and draw upon all its resources, especially the ingenuity, intelligence and enthusiasm of its people.

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Consider the administrative officer in a wartime emergency agency who asked for an assistant. The only qualification standard he could give was that he wanted a man just like himself "of 20 years ago." This man could tolerate no competition. His associates had to be younger and less experienced, and they must not entertain novel concepts of how a job might be done. For a time he was indispensable-- an administrative Gulliver in a land of Lilliputians. Of course, this monopoly didn't survive because in fact his knowledge was not unique, only in mementary short supply. Government is not unusual in this respect; it isn't even dramatic compared to some business situations. Since we have defined the indispensable man as the supervisor who knows all and doesn't delegate and doesn't teach, you may want to choose your own examples. Here are others:

In one company there is an indispensable man who, among other responsibilities, assembles an advertising budget from several section chiefs. He subsequently participates with top management in establishing the final budget figures. After the budget is set, he informs his subordinates that such-and-such budgets are approved. So far so good. But now back to limbo again. Despite the general planning which goes on simultaneously, each of his subordinates must send up for advance approval every proposed expenditure, regardless of the amount involved. The subsequent voucher for payment follows the same route. Thus our indispensable man is well informed and in control, but he has taken his own time to approve three times--and in fragments--what he once approved as a coherent whole.

This is patently a waste of time. Unfortunately, it is much more a waste of people. While he has made himself feel important and needed-- in short, indispensable--he has downgraded his subordinates to the level of senior clerks and has succeeded in making them feel insignificant. Moreover, he has kept his subordinates in a state of irritation or apathy, although presumably they are somehow to be creative managers of their particular programs.

Consider the case of the indispensable industrialist who never puts a man into a management job until he is convinced that he is absolutely ready. On the surface this seems a proper position for a manager to take. The fact is, however, that someone's being ready to the satisfaction of this industrialist means that he has fully demonstrated his competence to do that particular job before he gets the assignment. Now, a man cannot do a job until he is in it and in fact has the responsibility. To ask him to prove conclusively that he can do it in advance is to build a bridge almost impossible to cross.

It is axiomatic that people learn faster in a live situation than from observation, even with some coaching. Indeed, the same amount of coaching given to the man on the job, as opposed to coaching him on the sidelines, would bring him along much faster. But most important, the

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majority of people rise to responsibility and it is the loss of their enthusiasm and resourcefulness which constitutes the real penalty for tolerating the indispensable man.

This is the situation created by the indispensable industrialist. Aside from the delayed utilization of talent which his approach requires, it also becomes necessary for him personally to accept the responsibility and to perform the tasks that at least another half dozen people ought to be doing. The fact that he is both better qualified and a better practitioner does not make up for the geometric increase in the total effect that could have been created by the utilization of the six less experienced managers under his guidance and with his occasional participation in the really major items.

There are other drains on the organization's resources that flow from the mother-hen approach. Notable among these are the delayed hopes and the frustrations of those who are only partially participating, those who are standing by against the day when, by some miracle, they are qualified. All of us know because at one time or another we have experienced it, that the sense of accomplishment is the greatest reward that any person in a working or artistic situation can achieve. Achieving this sense of accomplishment has become the goal of all who work in a setting such as the modern company.

Because it is increasingly difficult to achieve in our complex society, the really perceptive manager would extend special efforts to make it possible. By limiting the opportunities of his people to achieve this sense of accomplishment, the indispensable man is robbing both himself and his subordinates. They lose the satisfaction of a job with genuine responsibility, and he loses the maximum effort of his group.

The indispensable man is a fairly common phenomenon. From this fact you might suppose that ways of coping with the problem had been well explored. This is not particularly true, and the reason again is obvious. The indispensable man is also likely to be the unapproachable man. The same characteristics which make him operate as he does also tend to isolate him from those relationships which, if they had been effective and genuine to begin with, would have made him a different kind of person. The problem is how to reach the mind and understanding and even the heart of the indispensable man.

The first step is to find the means to make him feel secure. It may seem paradoxical, but the typically indispensable man is psychologically quite insecure. One of the reasons he surrounds himself with relatively mediocre people, or at least with people who lack the courage to challenge him, is to maintain this relative position of pre-eminence. Again, his drive to know everything in great detail and to control everything is similarly based. Thus, the first task in reaching

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him is to make clear that you do not want to challenge his position and his valuable contributions to the group but only to make him more effective.

Normally, this can be done only by the man's superior. But, of course, you have a special problem where the indispensable man is the top man. Then the task must be undertaken by someone who does not have a direct personal stake in the outcome; for example, an outside management consultant, or a member of a central planning staff, could undertake the assignment. The trick is to make the man understand that nobody--and particularly the man who is doing the coaching--wants his job.

What he wants to do is prepare the indispensable man for more responsibility through sharing the responsibility he already has. An instructive parallel can be found: Each manager stands on the shoulders of the managers beneath him, and if he keeps these managers depressed and ineffective, then he, too, is low. If he raises them to the highest possible degree, he then stands that much higher above them.

Coaching the indispensable man to share his responsibility means first making an inventory of the things he does personally; segregating these things into manageable and homogeneous units; then delegating these tasks to appropriate subordinates and effecting that delegation in such a manner as to include due dates for the completion of the work or standards of accomplishment so that the indispensable man can see in a concret fashion that the task is in fact done, and--probably to his surprise--done well.

The second step in the effort to double the value of the indispensable man is to find the means of helping him to see himself as others see him. This isn't easy and not many people like the job of belling the cat, but there are outside resources that sometimes can be used most profitably.

About three years ago an eastern railroad had several of its top people, including a line superintendent, in New York at an AMA seminar. During this time there was a derailment on the line. The immediate reaction of the line supervisor can easily be imagined, but he was under firm instructions to stay in the seminar no matter what happened, and he did.

To his surprise, and subsequently to his real pleasure, he discovered that the assistant superintendent was a fully competent man who handled the incident with dispatch and got the trains back on the track and on schedule. Now the indispensable man could in fact look forward to promotion, because circumstances had forced him to recognize that someone beneath him was fully competent.

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These efforts to get the indispensable man to see himself as really a leader, not as an indispensable man, to see himself as a person who can multiply his effectiveness if he doesn't try to do everything himself, sometimes fail. What do you do then? Well---?

Adapted from an article in Nation's Business, December 1960

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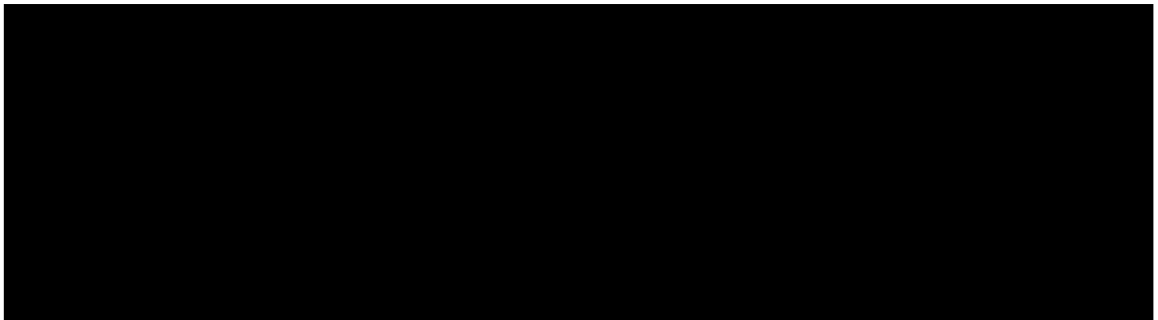
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C-L-A-N-D-E-S-T-I-N-E S-E-R-V-I-C-E-S

ANTI-COMMUNIST OPERATIONS COURSE SCHEDULED FOR MAY

The School of International Communism has an Anti-Communist Operations Course scheduled for 8 May through 2 June. This is a part-time course and classes will meet from 8:30 to 12:30 in 2103 Alcott Hall. Enrollment is limited to members of the Clandestine Services. 25X1A

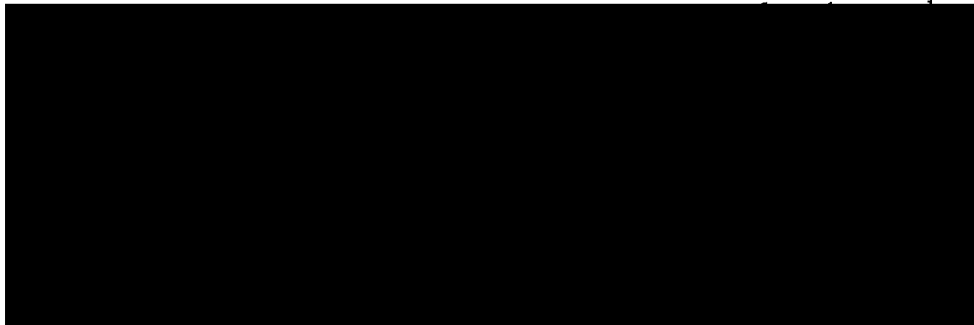


25X1A9a Questions on course substance should be directed to the Chief Instructor, [REDACTED], on extension 3004. Registration is done through the Registrar.

IMPROVING AGENT PERFORMANCE

"The Case Officer's Training Job," an article in the December, 1960 Bulletin, described how the Overseas Training Branch of OTR's Operations School is prepared to assist case officers in their agent or liaison training problems. Training papers are available in these general operational categories:

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In addition, the Branch has compiled numerous training papers in various foreign languages as well as evaluations of films suitable for operational training purposes.

Overseas Training is located in Room 214, [REDACTED] extension 8861.

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RECORDS INTEGRATION DIVISION CONDUCTS BRIEFING AND TOUR

In a steady march toward the complete mechanization of files and functions throughout the Records Integration Division, standard procedures and methods of operation are undergoing constant revision. In an attempt to keep Clandestine Services personnel at all levels familiar with the many changes that have taken place in RI and the various steps planned for the future, a one-hour briefing, followed by a tour of RID's facilities, is conducted by RID's Training Office. The briefing is given every Thursday morning from 9:00 to 10:00 and is held in Room 2021 L Bldg.

RI's organization is outlined and the functions and responsibilities of the five main Branches--Processing, Reference, Services, CE and Special Projects--are explained. The paths of several types of incoming and outgoing documents are traced through RID and the need for close liaison between RI analysts and those working on country desks is emphasized. Machine systems are already being used in some phases of name check procedures--these and others in the planning stage are described. Questions are encouraged during the briefing and the tour.

Employees who are new to the Clandestine Services, particularly secretaries, file clerks, and administrative assistants, should be registered for this instruction as soon after entering on duty as possible. In addition, reports and CI officers, case officers, and intelligence assistants--especially those preparing for overseas tours--would also benefit and are encouraged to attend. For those Chiefs of Stations and Bases, or Branch and Section Chiefs who might be interested, individual tours may be arranged upon request. To register or obtain further information, contact RI Training in Room 2021 L Bldg., on extension 8325.

CABLE WRITING REFRESHER

How do you put together a cable so that it can be quickly understood by the reader? How do you word a cable so that it can be easily read and so that its meaning is unmistakable? How can you speed up delivery of a cable by consideration, as you write, for technical matters of communication? How does knowledge of the mechanics of official format help to save time and effort?

OTR's Cable Refresher course tries to answer these questions in four fifty-minute talks packed into one morning. The talks are on official, up-to-date format practices including those in writing intelligence cables and on possible savings in time and cable traffic through appropriate organization of material, through simple and exact expression, and through due consideration for technical difficulties.

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CABLE WRITING REFRESHER (cont'd)

In the course, students do not get any actual practice in writing cables; after all, the best practice is on the job. The most sensible general paths to follow in cable writing, though, are pointed out in the four talks given to each class.

Attendance at CWR is not limited to Clandestine Services personnel. Candidates from DDI and DDS are registered through their Training Officers. The next Cable Refresher is scheduled for 14 June. 25X1A

The revised CSLO is designed for a class of 15 to 20 students. Each class will meet half-days for a period of three weeks (60 hours).

Dates on which the course will be conducted are presented in the listing of Operations courses in this edition of the Bulletin. Further information concerning the course may be obtained from the Chief Instructor [REDACTED] Operations School/OTR, Ext. 3852.

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OPERATIONS COURSES

COURSE

DATES
OF COURSES

25X1A6d

25X1A6d

Cable Refresher

14 Jun

(Part-time 4½ hrs-afternoon)

153

Four one-hour lectures, illustrating how soundly organized and effectively phrased cables, and consideration for technical communication matters can save time and reduce cable traffic.

Clandestine Scientific & Technical Operations

23 Oct - 17 Nov

(Full-time 160 hrs)

153

Instruction in scientific and technical collection responsibilities of the Clandestine Services, identification of gaps in collection, and use of special techniques in collecting this type of intelligence. Classroom instruction is supplemented by field trips to installations concerned with nuclear energy, guided missiles, biological and chemical warfare, and nuclear submarines.

Clandestine Services Liaison Operations

8 May - 26 May

(Part-time 60 hrs)

0830 - 1230 110

For CS officers supporting liaison operations and DDS officers assigned to work in direct support of CS liaison operations. Development, establishment, and maintenance of liaison operations are covered.

Registration for courses conducted at the _____ closes two weeks before the starting date; for others it is one week, except for Clan. Scientific & Tech. Ops, which requires four weeks.

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OPERATIONS COURSES (cont'd)

DATES
OF COURSES

COURSE

Clandestine Services Review

15 May - 26 May

(Full-time 80 hrs)

25X1A6d

153

For CS officers returning from field assignments or nominated for senior service schools. Current organization and function of the Clandestine Services, and responsibilities and functions of the offices of the DDI and DDS are reviewed. Coverage is given to current governmental policy-making, implementing, and coordinating mechanisms in the counterintelligence action and collection fields.

CI Familiarization

5 Jun - 16 Jun

(Full-time 80 hrs)

25X1A6d

118

This basic instruction in counterintelligence covers concepts, definitions, and objectives of CI; organization and functions of selected CI targets; skills and techniques in detecting and investigating CI targets; Hqs CI support structure; and procedures in recording, reporting, and disseminating CI information.

CI Operations

1 May - 19 May

(Total 80 hrs)

1st week: Full-time

2nd & 3rd weeks: Part-time (0830 - 1230)

25X1A6d

118

[REDACTED]

5X1A

described.

Covert Action Operations

5 Jun - 23 Jun

(Part-time 60 hrs)

25X1A6d

132

Designed to improve the proficiency of Clandestine Services Officers in planning and conducting covert action operations through an understanding of current CIA/DDP missions, programs, and doctrines. Situations which require or are suitable for covert action are discussed, and techniques, tactics, and campaigns are analyzed and evaluated.

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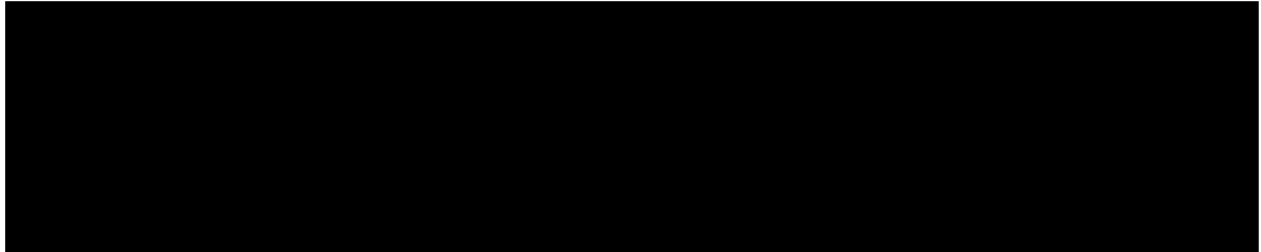
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OPERATIONS COURSES (cont'd)

25X1C14b COURSE

DATES
OF COURSES



Information Reports Familiarization
(Part-time 40 hrs)

1 May - 12 May

25X1A6d

110 [REDACTED]

For intelligence and administrative assistants who are being considered for assignment as jr. reports officers or who have field assignments involving final CS-type and cable information reports. The official format of each type of information report is studied, and students prepare cables and CS-type reports during laboratory practice.

Information Reporting, Reports, and Requirements
(Full-time 120 hrs)

5 Jun - 23 Jun

25X1A6d

110 [REDACTED]

For Clandestine Services personnel whose responsibilities are directly associated with reporting of intelligence and operations information. Practical exercises cover the entire cycle of reporting--general requirements, collection of information, making an operations report, writing a raw information report, and putting the report into finished form.

Operations Familiarization
(Full-time 240 hrs)

9 Oct - 17 Nov

25X1A6d

[REDACTED]

For Clandestine Services personnel and non-CS officers whose responsibilities in support of operations require familiarization with case officer functions. Course gives students a basic understanding of the fundamentals of clandestine operations and a familiarization with basic techniques and methods of operation used by the case officer to accomplish his mission.

Operations Planning and Management
(full-time 160 hrs)

8 May - 2 Jun

25X1A6d

[REDACTED]

For CS personnel only, this course provides training in depth in case officer functions adequate for Hqs or field personnel who are assigned to non-agent handling positions, or those assigned to staff positions where knowledge of certain of these functions is essential to discharge support responsibilities.

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